



ECONOMIC VITALITY



HEALTHY COMMUNITIES



SUSTAINABLE ENVIRONMENT



GOOD GOVERNMENT

2023 TO 2027 STRATEGIC PLAN

FROM VISION TO RESULTS

Land Acknowledgement

We acknowledge that York Region is located on the traditional territory of many Indigenous peoples including the Anishinaabeg, Haudenosaunee, Huron-Wendat and Métis peoples and the treaty territories of the Haudenosaunee, Mississaugas of the Credit First Nation and Williams Treaties First Nations. Today this area is home to many diverse Indigenous Peoples, and we recognize their history, spirituality, culture and stewardship of this land. We also acknowledge the Chippewas of Georgina Island First Nation as our closest First Nation community.

DRAFT





Chairman and CEO
First Last Name



Mayor
First Last Name
City of Markham



Regional Councillor
First Last Name
City of Markham



Regional Councillor
First Last Name
City of Markham



Regional Councillor
First Last Name
City of Markham



Regional Councillor
First Last Name
City of Markham



Mayor
First Last Name
Town of Aurora



Mayor
First Last Name
City of Vaughan



Mayor
First Last Name
City of Richmond Hill



Regional Councillor
First Last Name
City of Richmond Hill



Regional Councillor
First Last Name
City of Richmond Hill



Mayor
First Last Name
Town of East Gwillimbury



Mayor
First Last Name
Town of Georgina



Regional Councillor
First Last Name
Town of Georgina



Mayor
First Last Name
Township of King



Mayor
First Last Name
Town of Newmarket



Regional Councillor
First Last Name
Town of Newmarket



Mayor
First Last Name
Town of Whitechurch-Stouffville



Regional Councillor
First Last Name
City of Vaughan

A Message from York Region Chairman and CEO and Members of Regional Council

York Regional Council and The Regional Municipality of York are committed to creating strong, caring, safe communities that are welcoming, inclusive and resilient. Through this Vision, Regional Council aims to build communities that offer affordable and appropriate housing options, supportive community features and services and adequate mobility options. Together, this enables personal independence, economic vitality and the engagement of residents and businesses in civic and social life.

The *2023 to 2027 Strategic Plan* aligns with Vision to ensure decisions made today set the course for the desired future of our communities. This plan aligns with the current term of Regional Council and York Region's multi-year business planning and budgeting process to ensure progress is made on Council's priorities.

Progress on the *2023 to 2027 Strategic Plan* will be reported to Council annually to ensure we maintain our course in making a positive difference in the lives of York Region residents, businesses and visitors.



Regional Councillor
First Last Name
City of Vaughan



Regional Councillor
First Last Name
City of Vaughan



Regional Councillor
First Last Name
City of Vaughan



Bruce Macgregor
CAO

Message from The Chief Administrative Officer

The Regional Municipality of York offers a wide range of programs and services that make a positive difference in our communities every day.

The *2023 to 2027 Strategic Plan: From Vision to Results* provides a common focus and set of priorities for the organization to ensure we continue to meet the evolving needs of our communities with a detailed course of action.

The plan enables the York Region to better deliver services by aligning resources to the priorities set out for the 2022 to 2026 term of York Regional Council. It communicates the direction the organization is taking and supports work towards Council's [Vision](#).

The plan builds on the success of previous plans and has been developed and refined in consultation with over 1,200 staff members. The *2023 to 2027 Strategic Plan* represents the Region's commitment to making progress in four priorities:

Foster Economic Prosperity
Support Community Well-Being
Drive Environmental Stewardship
Efficiently Deliver Trusted Services

The value proposition for the *2023 to 2027 Strategic Plan* is one of pursuing customer experience excellence and affirming York Region's commitment to welcoming and inclusive communities by providing services in ways that are accessible for all customers. To achieve this, staff are guided by complementary corporate initiatives, including:

- A 'no wrong door' approach in servicing information requests through Access York
- Digital transformation and change ignited through the Digital Plan
- Commitment to inclusion, diversity, equity and accessibility for all customers
- Promoting customer experience as part of everyone's job
- A focus on employees' psychological health

I encourage you to read about our progress and stay connected as we move forward on our actions over the next four years. Activities highlighting our progress are reported through Annual Community Reports presented to Regional Council.

Bruce Macgregor
Chief Administrative Officer
The Regional Municipality of York

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About the Plan

To achieve Council's Vision of strong, caring, safe communities, the Region sets priorities over each four-year term of Council through the Strategic Plan. The 2023 to 2027 Strategic Plan alignment with *Vision* ensures that decisions made today set a course for the desired future.

Vision aspires towards the creation of livable communities in York Region. A livable community is one that has affordable and appropriate housing, supportive community features and services and adequate mobility options, which together facilitate personal independence and the engagement of residents in civic and social life. It is a community that is resilient to a changing environment and prepared for emerging emergencies.

Strategic Plan Alignment with Vision's Four Areas of Focus



Economic VITALITY

Focuses on what is needed to encourage and sustain economic growth and vitality of the Region.



Healthy COMMUNITIES

Focuses on the livability, health, safety and social well-being of our communities.



Sustainable ENVIRONMENT

Focuses on the need to protect and sustain the natural and built environment and reduce our ecological impact.



Good GOVERNMENT

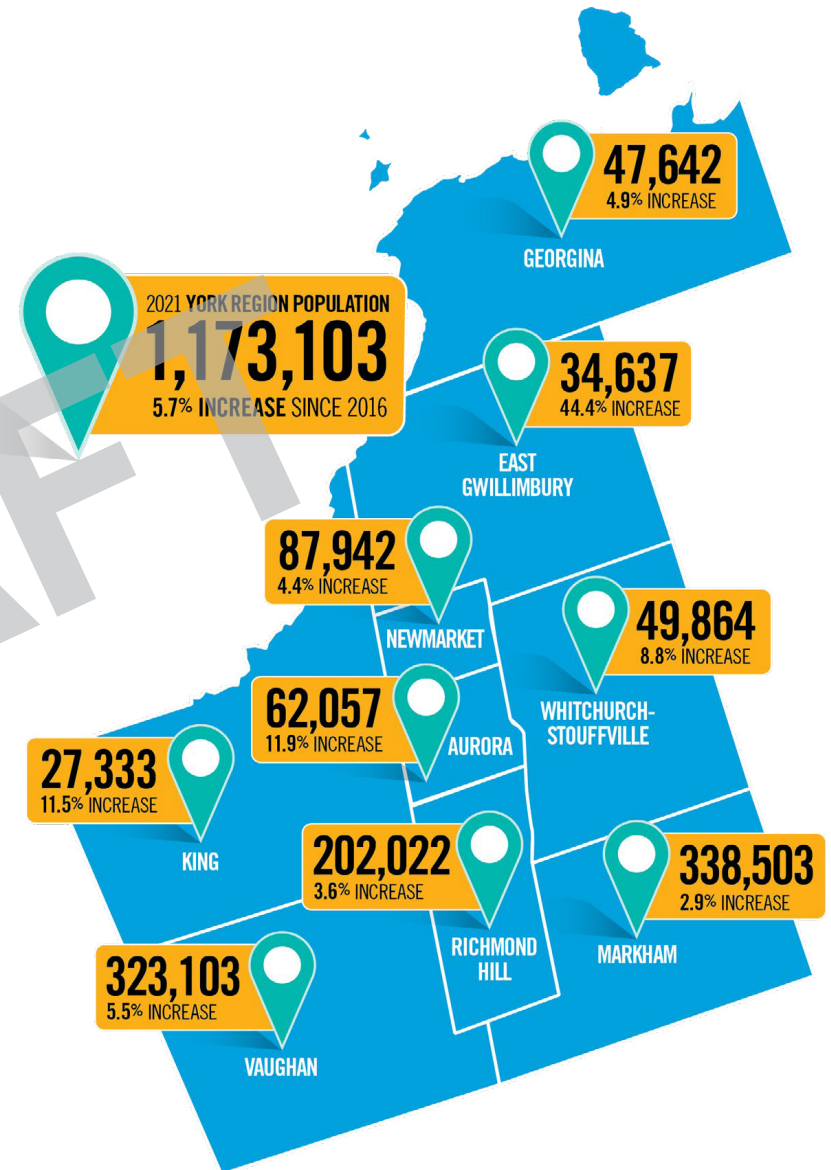
Focuses on a sense of community as one that is democratic, accessible, equitable and reliable, where civic engagement and participation is welcomed from all.

Our Community

As of March 2021, 1.17 million people called York Region home, including people from all cultures, races, ethnicities, languages, religions, abilities, ages and sexual orientations. Our diverse population includes more than 230 distinct ethnic groups.

York Region's [Census and Demographic Data](#) resource offers a variety of information products covering population, housing, income and other topics based on Statistics Canada's Census data. Every five years, Canadians are invited to participate in the census to help understand Canada's diverse population and the places where we live.

The Census of Population provides high-quality information on key socioeconomic trends and analysis that helps York Region make important decisions that affect our families, our neighbourhoods and our businesses. The Census of Agriculture is conducted at the same time and collects information about every agricultural operation.



Note: York Region census population and dwelling counts do not include the Census Subdivision of Georgina Island. All population figures do not include the census undercoverage. Totals may not add up due to rounding.

We envision
**strong,
caring,
safe communities**
through our mission of
**working together to serve
our thriving communities
– today and tomorrow**
by relying on our values of
**Integrity
Commitment
Accountability
Respect
Excellence**

YORK REGION

Our Workforce

York Region is committed to nurturing a workplace that is welcoming and inclusive, and where all dimensions of diversity are celebrated – consistent with the Inclusion Charter for York Region.

Our Employee Demographic Survey results help inform us in becoming an even more inclusive work environment.

Employee Wellness

At York Region, our talented team of more than 5,000 employees deliver critical, front-line services to our 1.17 million residents. Without our employees feeling healthy, happy and well, we simply can't do what we do for the people who rely on us. We believe our employees are our greatest asset and we have an obligation to them and our community to help ensure they're at their best.

The Region is committed to providing a range of supports and resources to help employees and their families along their health journeys. With a focus on prevention, we aim to promote a positive employee experience with strategic work focused on culture and psychological health and safety. Through monitoring workplace data and trends, we respond to evolving issues with mitigation strategies and targeted efforts, tailored to the very specific needs of employees and/or their teams.

Research has consistently proven that investing in employee health is critical to the bottom line for any organization. We believe that too, but more importantly, we believe it is the right thing to do for our employees and the communities we serve. Ensuring employee well-being remains front and centre in our Strategic Plan is a key predictor of achieving organizational success and helps to advance our commitment to the 13 Factors of a Psychologically Healthy and Safe Workplace.

OUR COMMITMENT TO WORKFORCE RESILIENCE

At York Region, we are deeply committed to the health and well-being of our employees. That includes continuing to support a resilient workforce. We achieve this by prioritizing staff health, morale and well-being, communicating with transparency, addressing both current and future state work and offering timely and targeted support. Each of these actions is aligned with our *Vision* of strong, caring, safe communities and our ongoing commitment to living The 13 Factors of Psychological Health and Safety in the Workplace.

York Region strives to achieve these 13 Factors of a Psychologically Healthy and Safe Workplace

THE 13 FACTORS

OF PSYCHOLOGICAL HEALTH AND SAFETY IN THE WORKPLACE

1 ORGANIZATIONAL CULTURE	2 CLEAR LEADERSHIP AND EXPECTATIONS	3 INVOLVEMENT AND INFLUENCE	4 RECOGNITION AND REWARD
5 CIVILITY AND RESPECT	6 GROWTH AND DEVELOPMENT	7 ENGAGEMENT	8 BALANCE
9 WORKLOAD MANAGEMENT	10 PSYCHOLOGICAL PROTECTION	11 PSYCHOLOGICAL DEMANDS & JOB FIT	12 PSYCHOLOGICAL SUPPORT
13 PROTECTION OF PHYSICAL SAFETY	York Region is committed to supporting the health and well-being of our employees. We view psychological health and safety in the workplace as not only a key component to an employee's overall health, but as a vital part of the health of our organization as a whole.		

Strategic Planning at York Region

York Region's Accountability Framework captures how *Vision*, the Strategic Plan, Multi-Year Budget, Departmental Plans and Individual Performance Plans align to achieve Council's commitments to our communities. Anchoring the Strategic Plan in core services ensures the Region continues to meet its legislative obligations while remaining flexible and responsive to residents' needs.

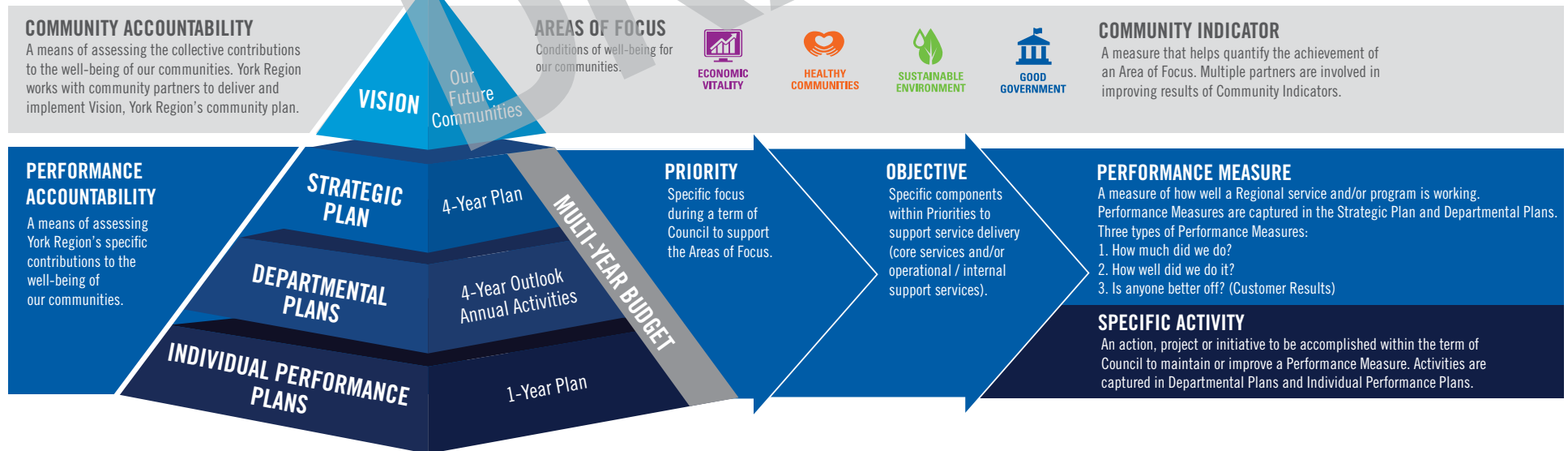
15 CORE SERVICES

Legislated services provided directly to the public to help maintain a high quality of life for York Region residents.







CORE COMPONENTS AND DEFINITIONS

HOW WE MEASURE PROGRESS



How to Read This Plan

The **four (4) Priorities** capture the specific area(s) the Region will focus on in alignment with *Vision's* four **(4) Areas of Focus** during the term of Council. As you read through each of the priorities you will see that it is divided into **10 Objectives**, which capture the strategic direction for the term of Council the Region will focus on. **Forty-seven (47) Performance Measures** capture how well a Regional service and/or program is working. Performance Measures answer the question, "How will we know we've achieved our strategic direction?" Progress is turning the curve of the Performance Measures in the desired direction over the term of Council to **Increase (↑)/Maintain (→)/Decrease (↓)** as identified.

AREAS OF FOCUS	PRIORITY AND OBJECTIVES
 <p>ECONOMIC VITALITY</p>	<p>PRIORITY: Foster Economic Prosperity</p> <p>OBJECTIVES: 1. Attract and retain businesses, grow employment opportunities and attract a skilled workforce 2. Invest in a safe, effective transportation system that connects people, goods and services</p>
 <p>HEALTHY COMMUNITIES</p>	<p>PRIORITY: Support Community Well-Being</p> <p>OBJECTIVES: 1. Protect and promote residents' well-being 2. Support safe communities 3. Sustain and increase affordable housing choices</p>
 <p>SUSTAINABLE ENVIRONMENT</p>	<p>PRIORITY: Drive Environmental Stewardship</p> <p>OBJECTIVES: 1. Deliver and promote environmentally sustainable services 2. Enhance and preserve green space</p>
 <p>GOOD GOVERNMENT</p>	<p>PRIORITY: Efficiently Deliver Trusted Services</p> <p>OBJECTIVES: 1. Improve customer experience by leveraging digital transformation 2. Deliver fiscally sustainable services 3. Attract and retain a skilled workforce</p>

2023 to 2027 Strategic Plan

PRIORITY: Foster Economic Prosperity



**ECONOMIC
VITALITY**

Over this term of Council the Region will:

OBJECTIVES	PERFORMANCE MEASURES
1. Attract and retain businesses, grow employment opportunities and attract a skilled workforce	1.1. → % of business engagements resulting in business retention, expansion and attraction 1.2. ↑ # of kilometres of YorkNet fibre network
2. Invest in a safe, effective transportation system that connects people, goods and services	2.1. → # of York Region Transit service passenger trips per capita 2.2. → % of on-time performance on all transit routes 2.3. ↑ # of people living and jobs within 500 metres of a transit stop 2.4. → % of traffic signals reviewed and optimized annually 2.5. ↑ % of residents satisfied with Regional roads 2.6. ↑ % of residents satisfied with York Region Transit 2.7. ↑ % of Regional roads with sidewalks and/or dedicated bike lanes in urban areas 2.8. ↑ % of court services defaulted collection rate (<i>collection on unpaid Provincial Offences Act (POA) fines</i>)

10 Performance Measures under Economic Vitality

2023 to 2027 Strategic Plan

PRIORITY: Support Community Well-Being

Over this term of Council the Region will:



**HEALTHY
COMMUNITIES**

OBJECTIVES	PERFORMANCE MEASURES
1. Protect and promote residents' well-being	1.1. ↑ % of 17-year-old students in compliance with <i>Immunization of School Pupils Act</i> among designated cohorts of students
	1.2. → Paramedic response time for emergency response services to meet Council approved targets (CTAS 1 Patients - Paramedics arriving on scene within target time of 8 minutes)
	1.3. → % of residents satisfied with York Region Paramedic Services
	1.4. → % of York Region long-term care (Newmarket and Maple Health Centres) residents overall rating the home as good or better
	1.5. ↑ # of regulated child care spaces in York Region per 1,000 children (12 and Under)
	1.6. ↑ % of individuals and families remaining stably housed after six months who were experiencing homelessness or were at risk of homelessness
	1.7. ↓ # of monthly social assistance cases per 100,000 households
2. Support safe communities	2.1. → % of residents that rate York Region as a safe place to live
	2.2. → Police emergency (Priority 1) response time (in minutes)
	2.3. → % of residents satisfied with York Region Police Services
	2.4. → % of municipal drinking water samples meeting Ontario Drinking Water Standards
	2.5. → % of residents satisfied with York Region's drinking water
3. Sustain and increase affordable housing choices	3.1. ↑ # of community housing units administered by York Region
	3.2. ↑ # of rent benefits administered by York Region to support housing affordability based on household income
	3.3. % of Housing York Inc. survey respondents satisfied with Housing York Inc.'s services

15 Performance Measures under Healthy Communities

2023 to 2027 Strategic Plan

PRIORITY: Drive Environmental Stewardship



**SUSTAINABLE
ENVIRONMENT**

Over this term of Council the Region will:

OBJECTIVES	PERFORMANCE MEASURES
1. Deliver and promote environmentally sustainable services	1.1. → % of wastewater receiving treatment
	1.2. → % of residential solid waste diverted from landfill
	1.3. ↓ # of megalitres of treated water consumed per 100,000 population
	1.4. ↓ # of tonnes of greenhouse gas emissions across Regional operations per capita
2. Enhance and preserve green space	2.1. → # of trees and shrubs planted annually through the Regional Greening Strategy
	2.2. ↑ % of residents satisfied with York Region Forestry
	2.3. ↑ # of total hectares of environmental lands secured through the land conservation program (since 2001)

7 Performance Measures under Sustainable Environment

2023 to 2027 Strategic Plan

PRIORITY: Efficiently Deliver Trusted Services



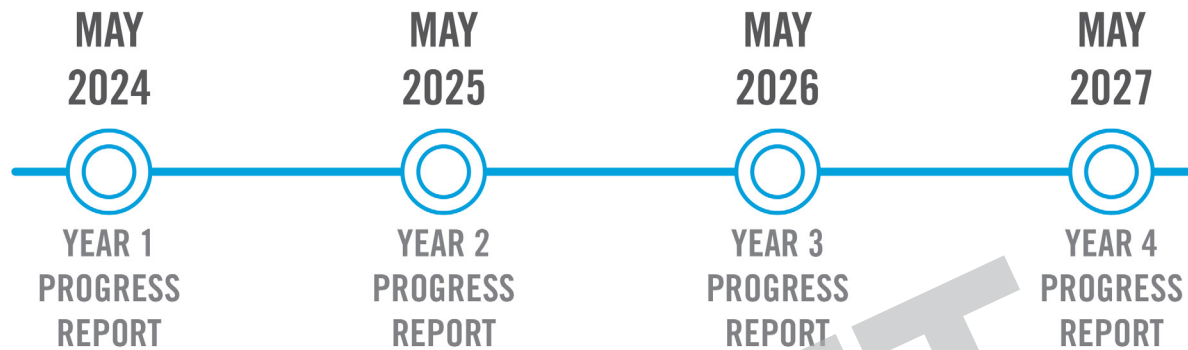
**GOOD
GOVERNMENT**

Over this term of Council the Region will:

OBJECTIVES	PERFORMANCE MEASURES
1. Improve customer experience by leveraging digital transformation	1.1. ↑ % of residents that agree their interaction with York Region was easy
	1.2. ↑ % of surveyed residents who would speak positively about their experience with York Region staff
	1.3. ↓ % of York Region staff reports on revised Council and Committee meeting Agendas
	1.4. ↑ % of Contact Centre's customer transactions through a digital channel
	1.5. ↑ # of services that can be completed online (self-serve)
2. Deliver fiscally responsible services	2.1. → Comparative \$ of operating cost per unit of service
	2.2. → % of reserves to net debt ratio (minimum 120%)
	2.3. ↑ % of invoices paid within 30 days
	2.4. → % of York Region residents rating 'Good' value for taxes
	2.5. → % of Regional core assets (Water/Wastewater, Roads) with a condition assessment rating of fair or better condition
	2.6. % of goods and services purchased through a centralized procurement process
3. Attract and retain a skilled workforce	3.1. → % of overall permanent voluntary employee turnover
	3.2. → % of new hire success rate (1-year retention in position)
	3.3. ↑ % of permanent employees job promotion rate
	3.4. % of overall employee job satisfaction

15 Performance Measures under Good Government

Monitoring and Measuring Our Success



Progress Reporting

The *2023 to 2027 Strategic Plan* will be monitored and reported to Regional Council annually. Annual progress reports are imperative to our success and make certain we are working toward our community plan, *Vision*.

- **Community Accountability** is measured and reported to each term of Council through *Vision* community indicators
- **Performance Accountability** is measured and reported annually to Council through Strategic Plan performance measures

Activities supporting community indicators and performance measures progress are reported through the annual Community Report presented to Regional Council.

How Do We Measure Progress?

VISION

Community Indicators

COMMUNITY ACCOUNTABILITY

Show how we are doing in achieving our *Vision*. Community indicators represent the entire York Region population. Multiple partners are involved in improving results of community indicators towards realizing Vision.

STRATEGIC PLAN



Performance Measures



PERFORMANCE ACCOUNTABILITY

A measure of how well a Regional service is working to contribute to our communities' well-being.

CONTRIBUTE TOWARDS VISION



AREAS OF FOCUS	COMMUNITY ACCOUNTABILITY	PERFORMANCE ACCOUNTABILITY
	VISION 20 Community Indicators	2023 TO 2027 STRATEGIC PLAN 47 Performance Measures
 <p>ECONOMIC VITALITY</p>	<ul style="list-style-type: none"> • Median Household Income • % of York Region residents living in persistent low-income (6 years or longer) • Labour Force Participation Rate • % of population with access to Internet service • # of businesses per 100,000 population 	<ul style="list-style-type: none"> • % of business engagements resulting in business retention, expansion and attraction • # of kilometres of YorkNet fibre network • # of York Region Transit service passenger trips per capita • % of on-time performance on all transit routes • # of people living and jobs within 500 metres of a transit stop • % of traffic signals reviewed and optimized annually • % of residents that are satisfied with Regional roads • % of residents that are satisfied with York Region Transit • % of Regional roads with sidewalks and/or dedicated bike lanes in urban areas • % of court services defaulted collection rate (collection on unpaid Provincial Offences Act (POA) fines)
 <p>HEALTHY COMMUNITIES</p>	<ul style="list-style-type: none"> • % of population that rates their mental health as very good or excellent • % of households spending 30% or more of income on housing cost • % of population that rates their overall health as very good or excellent • Total crime rate per 100,000 population • Immunization rate for elementary school aged children 	<ul style="list-style-type: none"> • % of 17-year-old students in compliance with <i>Immunization of School Pupils Act</i> among designated cohorts of students • Paramedic response time for emergency response services to meet Council approved targets (CTAS 1 Patients - Paramedics arriving on scene within target time of 8 minutes) • % of residents satisfied with York Region Paramedic Services • % of York Region long-term care (Newmarket and Maple Health Centres) residents overall rating the home as good or better • # of regulated child care spaces in York Region per 1,000 children (12 and Under) • % of individuals and families remaining stably housed after six months who were experiencing homelessness or were at risk of homelessness • # of monthly social assistance cases per 100,000 households • % of residents that rate York Region as a safe place to live • Police emergency (Priority 1) response time (in minutes) • % of residents satisfied with York Region Police Services • % of municipal drinking water samples meeting Ontario Drinking Water Standards • % of residents satisfied with York Region's drinking water • # of community housing units administered by York Region • # of rent benefits administered by York Region to support housing affordability based on household income • % of Housing York Inc. survey respondents satisfied with Housing York Inc.'s services

AREAS OF FOCUS	COMMUNITY ACCOUNTABILITY	PERFORMANCE ACCOUNTABILITY
	VISION 20 Community Indicators	2023 TO 2027 STRATEGIC PLAN 47 Performance Measures
 <p>SUSTAINABLE ENVIRONMENT</p>	<ul style="list-style-type: none"> • % of commuters using a travel mode to work other than a personal vehicle • Greenhouse gas emissions measured in tonnes per capita • Average residential water demand (litres/capita/day) • Hectares of green space per 100,000 population • % solid waste diverted from landfill (including energy-from-waste) 	<ul style="list-style-type: none"> • % of wastewater receiving treatment • % of residential solid waste diverted from landfill • # of megalitres of treated water consumed per 100,000 population • # of tonnes of greenhouse gas emissions across Regional operations per capita • # of trees and shrubs planted annually through the Regional Greening Strategy • % of residents satisfied with York Region Forestry • # of total hectares of environmental lands secured through the land conservation program (since 2001)
 <p>GOOD GOVERNMENT</p>	<ul style="list-style-type: none"> • % of York Region residents' level of community engagement • % of the population aged 12 and older who reported "very strong" or "somewhat strong" sense of community belonging • % of York Region residents who would recommend York Region as a place to live • % of York Region residents who feel York Region is living up to its Vision • Voter participation in last municipal election (as a percentage of eligible voters) 	<ul style="list-style-type: none"> • % of residents that agree their interaction with York Region was easy • % of residents who would speak positively about their experience with York Region staff • % of York Region staff reports on revised Council and Committee meeting agendas • % of Contact Centre's customer transactions through a digital channel • # of services that can be completed online (self-serve) • Comparative \$ of operating cost per unit of service • % of reserves to net debt ratio (minimum 120%) • % of invoices paid within 30 days • % of York Region residents rating 'Good' value for taxes • % of Regional core assets (Water/Wastewater, Roads) with a condition assessment rating of fair or better condition • % of goods and services purchased through a centralized procurement process • % of overall permanent voluntary employee turnover • % of new hire success rate (1-year retention in position) • % of permanent employees job promotion rate • % of overall employee job satisfaction



DRAFT

2023 to 2027 Strategic Plan

FROM VISION TO RESULTS



**ECONOMIC
VITALITY**

PRIORITY:

Foster Economic Prosperity

OBJECTIVES:

1. Attract and retain businesses, grow employment opportunities, and attract a skilled workforce
2. Invest in a safe, effective transportation system that connects people, goods, and services



**HEALTHY
COMMUNITIES**

PRIORITY:

Support Community Well-Being

OBJECTIVES:

1. Protect and promote residents' well-being
2. Support safe communities
3. Sustain and increase affordable housing choices



**SUSTAINABLE
ENVIRONMENT**

PRIORITY:

Drive Environmental Stewardship

OBJECTIVES:

1. Deliver and promote environmentally sustainable services
2. Enhance and preserve green space



**GOOD
GOVERNMENT**

PRIORITY:

Efficiently Deliver Trusted Services

OBJECTIVES:

1. Improve customer experience by leveraging digital transformation
2. Deliver fiscally sustainable services
3. Attract and retain a skilled workforce

**4 Priorities, 10 Objectives and
47 Performance Measures**

York Region

HOW TO CONTACT US

For information on York Region Strategic Planning,
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Accessible formats or communication
supports are available upon request.

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